

WORK SCHEDULING PLAN FOR THE WALNUT CREEK POLICE DEPARTMENT

The Walnut Creek Police Department has a modified 4-10 schedule in our Patrol and Traffic Division. We call it the Walnut Creek Plan because it combines both 4-10 scheduling and 5-8 scheduling.

The key to successful scheduling is to design a system which meets the needs of the individual department. Too often decisions on scheduling are made to convenience the individuals involved without consideration of the impact it will have on providing services. A large percentage of police administrators in the state, who have 4-10 scheduling, would advise against going into this type of a program. The Chief of Police of WCPD highly recommends it. Our scheduling plan was designed specifically to meet the needs of our community and does that. Therefore, we see our scheduling approach as being the best approach for our city.

In looking at scheduling, the key concern is to find a way to cover 21 shifts. Normally that is done by three shifts per day, seven days per week. The problem with straight 4-10 scheduling is that there is no way to come up with 21 shifts. Generally, it either comes out as 20 shifts or 24 shifts; thus, it requires either manipulation or there is wasteful allocation of resources. The Walnut Creek Plan avoids this by combining the 4-10 scheduling with a 5-8 schedule.

Small and medium size departments such as ours can be negatively impacted by 4-10 scheduling because it places the people on duty at the wrong times. The Walnut Creek Plan is directed at small and medium size agencies. Our Patrol Division is divided into five teams. These teams are then assigned to one of five schedules. The schedules are four 4-10's and one 5-8. In our agency the 5-8 is our midnight team. You will note that  $4 \times 4$  is 16, and  $1 \times 5$  is 5, which comes up with a total of 21 shifts -- the goal that provides for optimum utilization of resources. This system provides overlaps. Our overlaps are scheduled to occur Monday through Thursday in the afternoons for three hours and Friday, Saturday and Sunday nights for three hours. The afternoon and Sunday night overlaps are used for training blocks. This provides an outstanding system to present training programs to the officers. The overlaps on Friday and Saturday nights provide us with two teams during our busiest times. Walnut Creek is quite active on weekend evenings, and the two teams allow us to respond to that activity.

In general, our system has had no significant impact one way or the other on overtime, sick leave or injuries. Some evaluations that we have done in the past have indicated some degree of savings and some degree of additional utilization. Generally, there has been little change.

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The overlaps do place a higher demand on vehicles and radio equipment. When you put, as in our case, two sergeants and 16 officers on duty during overlaps, as opposed to a normal allocation of one sergeant and eight officers, then you are going to need vehicles and radios for this additional team.

We have met this need through the utilization of vehicles that normally are used in Investigations and Administration during the daytime hours. Thus, we have not added additional vehicles for this purpose; but simply use our Investigative and Administrative vehicles during the overlap periods on Friday and Saturday nights. You should be aware that, with this extra demand, there is a need to minimize vehicle down time for maintenance. Thus, there could be an impact on your maintenance program.

Perhaps a unique thing about our department is that no cars are assigned to any individuals for personal use. This includes the captains and the chief. All vehicles in the department are available at all times for operations.

A copy of our current work schedule is enclosed for reference.



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SIGN-UP LIST FOR TEAMS - 2 APRIL - 1 OCTOBER 1984

TEAM #3 - "A" SHIFT  
LT. CASHMAN 4/2/84  
LT. VAN HORST 7/2/84  
SGT. SMITH A23

TEAM #4 - "B" SHIFT  
LT. JOHNSON 4/2/84  
LT. PORTER 7/2/84  
SGT. KENNON A24

TEAM #1 - "C" SHIFT  
LT. VAN HORST 4/2/84  
LT. JOHNSON 7/2/84  
SGT. JOHNSON A21

1. PECK  
2. PARSLEY  
3. HENGST  
4. RUFF  
5. NELSON  
6. SAGE  
7. RICHARDSON  
8. WILLIS

SAT-SUN-MON: 0700-1700  
TUES: 1400-2400  
WED-THURS-FRI: OFF

T/Blk:  
TUES.

1. SCHWARZBACH  
2. CATTOLICO  
3. McLAUGHLIN  
4. LEISER  
5. GREEN  
6. TIETJEN  
7. BENNETT

TUES-WED-THURS-FRI:  
0700-1700

SAT-SUN-MON: OFF  
T/BLK: THURS

1. SOBERANES  
2. GROSSMAN  
3. PERRY  
4. PENQUITE  
5. FARRELL  
6. GIUGNI  
7.   
8. EGGOLD

FRI-SAT-SUN: 1630-0230  
MON: 1400-2400 T/BLK: MON  
TUES-WED-THURS: OFF

TEAM #5 - "D" SHIFT  
LT. VAN HORST 4/2/84  
LT. CASHMAN 7/2/84  
SGT. CASKEY A25

TEAM #2 - "E" SHIFT  
LT. PORTER 4/2/84  
LT. MOORE 7/2/84  
SGT. NOVELLO A22

TEAM #6  
SGT. COCKERHAM

1. BATCHELDER  
2. DORSEY  
3. BYWATER  
4. BELL  
5. HARVEY  
6. WELGE  
7. WRIGHT  
8. SANDOVAL

WED-THURS: 1400-2400  
SAT-SUN: 2130-0730  
FRI-MON-TUES: OFF  
T/BLK: WED

1. HANSEN  
2. ALLENDORPH  
3. DOTY  
4. ROSS  
5. ZAMOLO  
6. FERGUSON

MON-FRI: 2330-0730  
SAT-SUN: OFF  
T/BLK: MON/2330-0230

1. BARTLETT  
2. HOLIAN  
3. KERR  
4. NICHOLS  
5. PATTERSON  
6. RAY

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